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ABSTRACT

Based on meetings held by the Women's Bureau in Baltimore, Boston, and Miami to explore the employment-related problems of women offenders and to propose solutions, this report in Part I describes the development and conduct of these three seminars, in Part II gives instructions for the organization of future such community programs, and in Part III contains samples of conference materials as well as a resource directory. Three objectives are recognized for the local meetings: (1) to identify and assess the employment needs of women offenders both in the institution and the community; (2) to share information with the general public and government and private agencies about these needs and to establish a communication network and closer coordination among these agencies; and (3) to encourage communities to develop plans to improve services relating to the employment of female offenders. Further, in Part I, the four phases of the program design used at the three sites (assessment, developmental, activity, and followup action) are identified and differences are noted for each city; and in Part II, these four phases are outlined generally to provide a model for community development of similar conferences. Conclusions drawn from the meetings in the three cities show deficiencies in the following areas associated with the vocational education of women offenders: education, job training, resocialization, and job-readiness courses in penal institutions; work in state-use industries; work-release programs; employer and union involvement; long-termers' participation in vocational programs; linkage between correctional institutions and community and government agencies; and elimination of barriers imposed by state laws. (ELG)

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Employment Needs of Women Offenders: A Program Design

U.S. Department of Labor
Ray Marshall, Secretary

Employment Standards Administration
Donald Elisburg, Assistant Secretary
for Employment Standards

Women's Bureau
Alexis M. Herman, Director

1977

Pamphlet 13

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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FOREWORD

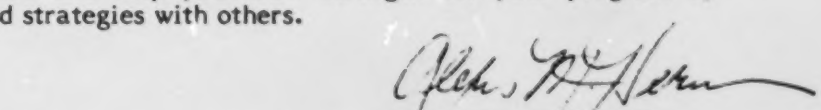
The Women's Bureau has long had a special concern for the problems of women offenders and ex-offenders--particularly their problems relating to employment and economic independence, which are basic in determining their future.

As part of its efforts during International Women's Year (IWY) 1975 to advance the status of all women, the Bureau initiated a program in three communities to find out more about the employment-related problems of women offenders and to seek some solutions. This resulted in three consultations and in the establishment of groups to take action on selected issues that emerged.

The 1-day meetings were held October 1975 in Baltimore, Maryland; November 1975 in Boston, Massachusetts; and March 1976 in Miami, Florida. Each had an underlying theme: "How can citizens and community organizations join forces with government agencies to provide women offenders and ex-offenders improved opportunities for jobs, job training, and a range of supportive services?" There were common elements in the three consultations, but to be viable in each community there had to be variations. The issues which emerged at these consultations and the actions which have already been taken are included here as background for a design for other programs.

This publication has three parts. The first is a report of the Bureau's IWY program, "Focus on the Employment Needs of Women Offenders." It describes the total program, not just the consultations. The second part constitutes a "how-to" guide, a working tool that we hope will help you tackle similar problems in your community and put together a plan that will effect genuine reform for women offenders. The final section contains samples of materials which relate to the conferences, as well as a resource directory which has been prepared to assist you.

If you do replicate the program, please let us know. We would like to see a whole network of task forces on the employment of women offenders, or other forms of community action dedicated to the same aims. Please share your knowledge and experiences with the Women's Bureau. We, in turn, will be glad to provide technical assistance and help you draw strength for your program by exchanging information and strategies with others.



ALEXIS M. HERMAN
Director, Women's Bureau

"If the offender is to be successfully reintegrated, his (her) community cannot abdicate responsibility or withhold resources. To discharge its responsibility, the community must not allow the offender to be cut off from it. The correctional institution must be part of the community's criminal justice system, not a place of banishment. It must not be viewed as the sole agent bringing about behavior change. At best, the institution is a temporary and limited supplement to community resources."

Corrections, A Report of the
National Advisory Commission
on Criminal Justice Standards
and Goals, January 1973

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BACKGROUND

Women have been shortchanged in the criminal justice system. While there is a need for improvement in programs for men as well as women, most of the promising, new programs have not been as readily available to women as to men. This is particularly true of efforts to enhance the employability of offenders. A key element in keeping offenders from returning to prison (the "revolving door") is a job, yet this has been recognized to a greater extent for male than for female offenders. For example, incarcerated men often have a wider variety of job-readiness training or job training options available within the institution. Work-release is more readily available to men than to women, who are often incarcerated in isolated locations. Halfway houses offer the male offender a base in an urban setting from which he can obtain work; women often have limited access to such transitional facilities. Supportive services in the community are frequently not available to women offenders, or when they are, they do not address their special needs. Women usually have more difficulty reentering the community and obtaining a job because the stigma of having served time appears greater for a woman than a man. In addition, they are faced with health, child care, and housing problems.

Why has the woman offender seldom been the recipient of employment and training services that will prepare her for a productive role in our society? At the heart of the problem has been a general failure to change the biases and attitudes that perpetuate old stereotypes as to the role of women in our society and the work force. This is evident, for example, in the kinds of jobs women hold and the pay they receive; they are clustered in service and other low paying occupations, and earn less than three-fifths the amount men earn.

Since women in general suffer from discrimination, the woman offender finds herself in a triple bind: first, because she is a woman; second, she has a criminal record; and third, often she has no marketable skills. If she is a minority woman, the picture becomes even bleaker.

A national study of women's correctional programs, funded by the Law Enforcement Assistance Administration in 1975, revealed that women offenders are less educated than women as a group--45 percent had not graduated from high school and 14 percent had completed only elementary school. Half of the women offender population is black. Further, 73 percent of all women offenders have children, many of whom are dependent upon them for support.

Another study--a 1976 survey of community-based programs representing over 6,000 women offenders, conducted by the American Bar Association's Female Offender Resource Center--found that a lack of job skills is the most important problem they encounter. A lack of education was the second most important problem, and difficulty in arranging for child care, readjusting to family life, and coping with prejudice were all listed as the third most significant problem.

Recognizing the background of need and neglect, the Women's Bureau decided to expand its ongoing activities in the area of women offenders by setting up in April 1975 a new program entitled "Women's Bureau IWY Focus on the Employment Needs of Women Offenders." The Bureau was determined that the year 1975, proclaimed a year of "intensified action" to advance the status of all women, should bring about real improvement in the situation of women offenders in the area of employment and employability.

Note: This publication was prepared by Elsie Denison of the Division of Coordination and Special Projects. Euphesenia W. Foster served as Women's Bureau Coordinator for IWY Programs for Women Offenders from March 1975 to June 1976.

PART I

HOW THE WOMEN'S BUREAU CARRIED OUT ITS IWY PROGRAM "FOCUS ON THE EMPLOYMENT NEEDS OF WOMEN OFFENDERS"

Getting Started

- Coordinating Staff
- Site Selections
- Program Design

The Four Program Phases

- The Assessment Phase
- The Developmental Phase
- The Activity Phase
- The Followup Action Phase

GETTING STARTED

For some years the Bureau has publicized the plight of the woman offender, maintained a clearinghouse of information on her problems and needs, and acted as a catalyst to encourage organizations and individuals to undertake programs to enhance her employability.

In IWY 1975 this activity was intensified in two ways. First, the Bureau redoubled its efforts to give visibility to women offenders' problems throughout the country by participating in conferences, meetings, and seminars, and by addressing many women's groups, commissions on the status of women, community and minority organizations, and other groups interested in the criminal justice system. Second, it was decided that the Bureau should mount programs in three communities focused on bringing about a definite improvement in the employment status of women offenders. The success ingredient in these programs would be community action based on a real concern and a shared sense of community responsibility.

The general objectives of the local programs were:

(1) To identify and assess the needs of women offenders both in the institution and in the community as they relate to employment;

(2) To share information with the citizenry and with the appropriate government and private agencies about the employment needs of women offenders, to seek closer coordination among agencies which provide services, and to establish an ongoing network of communication among them;

(3) To act as a catalyst in encouraging all segments of the community--voluntary agencies, government and private agencies in criminal justice or related fields, unions, employers, educators, and legislators--to develop a plan of action to improve the services relating to employment and employability of women offenders.

COORDINATING STAFF

The coordinator of the Women's Bureau (WB) IWY offender program was a member of the staff of the Bureau of Prisons detailed to the Bureau for a period of 15 months. In agreeing to make the coordinator's services available, the director of the Bureau of Prisons demonstrated a commitment to the goals of IWY and a desire to assure that women offenders shared in the [illegible] achievements.

As a minority woman and one who had served a prison term, the coordinator had a deep understanding of the problems of women offenders. Her ability to communicate these concerns and galvanize individuals and groups to action became legendary in the time she was with the Bureau.

She worked closely with the WB specialist in the area of women offenders and with the WB Assistant Regional Administrators (WB/ARA's), who are stationed in 10 regions throughout the United States. (See list of WB/ARA's at the end of part II.)

SITE SELECTIONS

The three localities for the WB/IWY focus were Baltimore, Maryland; Boston, Massachusetts; and Miami-Dade County, Florida. Since the program enlisted support of the regional office staff, the selections were made after full discussion with the WB/ARA's, taking into account their workload and projected work plans. Other factors also weighed heavily in selecting the sites. These included local interest and receptivity to the WB/IWY program and involvement of the community in the problems of women offenders. Still another major consideration was the assessment of the local criminal justice scene with respect to the needs of women offenders and the programs, especially those related to employability, that had been instituted in the particular community. In determining local interest and women offender needs, the Bureau relied heavily on previous knowledge gained from work in the field of women offenders. Preliminary soundings were taken from many organizations and individuals with whom Bureau staff had working relationships.

The Boston program originated under different circumstances, however; it was initiated and developed in that regional office. The ARA in the Boston region served on the Advisory Board of the Diversion of Female Offenders (DFO) program, a pretrial intervention program which serves female clients exclusively. Recognizing the extreme difficulty DFO was having in finding training and employment for its clients, the ARA suggested that the Women's Bureau cosponsor a program with DFO. Consequently, Boston was included as one of the program sites.

PROGRAM DESIGN

The consultations were designed to educate the community, heighten understanding, and generate action plans. It should be underscored that they were only one part of a total program format. The program was structured around four action phases that were used flexibly in all three communities.

In brief, these phases were:

1. An Assessment Phase during which the needs of the women offenders were explored together with the services available to meet the needs.

2. A Developmental Phase during which a planning committee was selected and plans were laid for work in the next two phases.

3. An Activity Phase in which an event such as a consultation took place.

4. A Followup Action Phase which resulted in a viable mechanism for carrying out an effective plan of action to improve job training and job opportunities for women offenders.

A fuller description of the activities in the four phases follows, with observations on the common elements and/or differences found in the three program localities.

THE FOUR PROGRAM PHASES

THE ASSESSMENT PHASE

The objectives in this phase, as previously stated, were: (1) to explore the employment-related needs of women offenders in the communities selected, and (2) to explore the programs and services available for those women, both inside correctional institutions and in the community.

After some preliminary research the coordinator (often in conjunction with the WB/ARA) visited the selected locality and contacted numerous key persons, particularly those who possessed:

--capacity for providing job training

--correctional experience

--understanding of educational programs and requirements

--knowledge of supportive services relevant to needs of offenders and their families

--interest in problems of offenders

--knowledge and information about legislation pertaining to employment of offenders and ex-offenders

--ready and accessible sources for obtaining needed assistance

--knowledge and experience concerning the problems relating to the status of women and their rights

--expertise in the problems of minorities

--training skills in group dynamics, interpersonal relationships, and self-awareness

--counseling skills for groups and individuals in areas such as vocations, consumerism, and family living.

The methods or procedures used to gather information were:

--tours of penal institutions, halfway houses, work-release centers, and community-based programs and projects

--meetings with individuals and groups seeking to bring about change

--discussions with correctional administrators and staff

--meetings with officials in government agencies which fund programs for women offenders, such as CETA (Comprehensive Employment and Training Act) prime sponsors and LEAA (Law Enforcement Assistance Administration) State Planning Agencies.

The types of persons contacted and the activities scheduled in this phase were basically the same in the three communities but sometimes with different emphases.

In Baltimore the focus stemmed from several new State programs. Maryland was on the threshold of some innovative programs for women offenders, such as Mutual Agreement Programming (MAP) 1/ with vouchers, a Model Ex-Offender Program (MEP), 2/ a new Community Pre-Release Center, and an HEW-funded program for probationers and parolees. To learn about the programs, numerous meetings were held with administrators, staff, and advisory boards of the new programs, and visits were made to the correctional facilities where the programs were being instituted. The meetings surfaced many needs: (1) for more citizen awareness and support (such as volunteer involvement) for the programs, (2) for monitoring effectiveness of programs in dealing with the women offenders' employment problems, and (3) for communication and linkages among all programs charged with assisting women offenders. These needs were then addressed in succeeding phases of the programs. Since the Maryland Correctional Institution for Women (MCIW), the new St. Ambrose Community Center for Women, and the Women's Detention Center were within a 20-mile radius of Baltimore, visits to these facilities and talks with staff and inmates produced firsthand information on women residents and their problems.

The Boston focus during the assessment phase was strongly tuned to identifying major industrial and business personnel who could provide employment for women offenders. Much groundwork had already been done by the cosponsor, the Diversion of Female Offenders program, in singling out specific areas of discrimination and neglect in services provided for women offenders.

In Miami, investigations in the assessment phase focused on the resources and services that were available to assist the large numbers of women who returned to their homes in the Miami-Dade County area after serving time at the State Institution for Women at Lowell, Florida, located 250 miles away. Much attention also was centered on the programs and conditions at the Dade County Women's Detention Center and its Work-Release Center.

At the conclusion of the assessment phase the WB program staff were convinced that in all three communities:

—the employment-related problems of women offenders were immediate and compelling

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1/ MAP guarantees a fixed parole date for inmates who complete an agreed upon training or work program. Maryland was the first State (with LEAA funding) to implement the program for women with a voucher system to allow purchase of outside training on an individual basis.

2/ MEP is a pilot program intended to improve employment and training services to inmates and ex-offenders and the responsiveness of the State Employment Service. The model requires staff to be stationed at prisons and provides for a continuity of services beginning inside the prison and continuing after the individual is released.

--a consultation would be an appropriate vehicle to generate action

--individuals and groups contacted were willing to develop and implement a plan of action.

THE DEVELOPMENTAL PHASE

The major objective of this phase was to plan for the consultations.

The Planning Committees

Selection

A group of 15 to 20 persons were selected in both Baltimore and Miami by the WB national and regional staff to serve as a planning committee. The local and State contacts made during the assessment phase provided a major source. In Boston the Advisory Board of the Diversion of Female Offenders program constituted the planning committee.

The desire to obtain a representative group and still keep it workable was accomplished in all locations. The high degree of interest generated in the assessment phase was reflected in an overabundance of individuals eager to serve. In Miami, for example, more than 25 persons were present at the first planning meeting. Some individuals attended who had not been invited but who had heard about the program and were eager to serve, so they were utilized on subcommittee work.

Mission

The mission was twofold:

--to plan the activity--a consultation or conference--in three localities 3/

--to investigate alternatives for an appropriate mechanism to implement action in the followup phase.

Method of Work

To expedite work in the developmental phase, the planning committees appointed subcommittees and assigned tasks to individual members. Consequently, the number and frequency of meetings of the full planning committees depended upon what major decisions there were to be made. In Baltimore, for example, one important decision concerned the suggestion to hold the consultation at the Maryland Correctional Institution for Women. With the support and cooperation of the superintendent of MCIW and approval by the director of the Division of Corrections, the consultation was held at that facility.

3/ The activity in Boston was called a "conference," and in Baltimore and Miami the term "consultation" was used. In this publication both terms are used interchangeably.

For the initial meeting of the planning committees in Baltimore and Miami, WB staff prepared a detailed paper. Drawing upon information gleaned from discussions and contacts during the assessment phase, the paper outlined a program format with suggested theme, topics, possible sites for the consultations, categories of participants, types of committees needed, and individual volunteer services required. The intent was not to "sell" the ideas proposed. In fact, some of the suggestions were not used and others were improved upon considerably. But the device proved to be effective in moving the discussion forward and channeling thought processes in an organized direction.

Tasks

The tasks were myriad but can be categorized as follows:

--deciding on goals

--developing the program

--selecting participants

--deciding on and carrying out arrangements

--developing information materials

--planning strategies for ongoing action

Deciding on Goals.--The ultimate goal in all three communities was to enhance the employability of women offenders by involving an existing organization or forming a new alliance or organization that would carry out a plan of action determined by the consultation.

The immediate goals decided upon for the consultations in Baltimore and Miami were basically similar:

- To share information and sensitize the participants

- To identify and assess the need for job training and job opportunities for women offenders (both institutionalized and in the community) in the particular localities.

- To generate an action plan whereby organizations and government agencies would seek to improve the employment status of women offenders.

The immediate goals decided upon by the Boston group were somewhat different. They were:

- To explore the employment and job training opportunities of women who come in contact with the criminal justice system

- To publicize the needs of women in the criminal justice system and identify specific areas of discrimination and neglect.

The focus of the Boston conference on encouraging employers to hire women offenders was a direct result of the fact that the cosponsor, the Diversion of Female Offenders program, was having difficulty placing its clients, and recognized the need to sensitize employers to the needs of women offenders as well as to their assets as employees.

Developing the Program.--Development of the program content required careful consideration of the issues and topics to be addressed as well as selection of the speakers and panelists. The Miami committee selected two subcommittees to work on program development; one to plan the morning panels, the other the workshop sessions. They met separately but came together to decide how the material presented in the panel could be dovetailed with the task of the workshops to present action-oriented recommendations.

In the program development process, all three committees put considerable emphasis on planning the workshop sessions. Questions were prepared to help the workshop facilitators extract from their groups specific recommendations for action, and briefing sessions were conducted prior to the consultations.

Selecting Participants.--The planning committees in Baltimore and Miami decided that attendance at their consultation should be by invitation. In Boston, invitations were sent out but the conference was also open to the general public.

The table below indicates the numbers of individuals from various categories who attended each of the three consultations.

	Baltimore	Boston	Miami
Total number of participants . . .	135	218	156
Offenders and ex-offenders	20	15	14
Legislators	3	4	3
Employers	2	72	9
Unions	8	0	4
Women's groups	8	10	15
Community organizations	11	17	11
Mass media	2	2	2
Educators	6	8	16
Corrections programs	24	52	35
Corrections agencies	17	20	11
Other government agencies	14	11	24
Legal services	4	0	2
WB staff	13	4	5
Other	3	3	5

Deciding Upon and Carrying Out Arrangements.--In addition to deciding on goals, programs, and participants, the planning committees had to work out a whole spectrum of arrangements, including effective publicity. Other major responsibilities, though procedural in nature, related to registration, invitations, the meeting place, and printing of the program and other materials.

Financing the conferences was another major responsibility. None of the three consultations had special funds available. The Women's Bureau provided staff services, information materials, duplicating, and supplies. Other expenses were covered by the registration fees of the participants. In Baltimore and Miami the fee was $5; in Boston it was $10. The $5 registration fee covered the cost of participants' lunches (box lunches were purchased from outside the conference site), complimentary lunches for offenders and speakers, janitorial services for the meeting place, and a few incidental items. The higher Boston fee was necessary to cover the cost of a luncheon served by the conference facility. It was possible to keep registration fees at a minimal figure because speakers were not given honoraria, many volunteers gave their services, and government agencies gave their support.

Developing Information Materials.--The planning committees determined the kinds of information that should be distributed to participants. Some of the materials were prepared specifically for the consultations to educate the conferees and document the gaps in services for possible remedial action following the consultations. They focused upon data about women offenders in the particular locality and State. The printed materials were disseminated through kits to participants and through publications displays.

In both Baltimore and Miami several detailed fact sheets containing demographic data and descriptions of programs were prepared. The Boston planning committee, in keeping with the objective of its consultation, developed materials directed toward answering employers' questions about the employment of offenders, such as: How could offenders obtain fidelity bonds? What services could the Diversion of Female Offenders program offer employers?

Planning Strategies for Ongoing Action.--The planning committees understood from the beginning that one of their most critical tasks was to devise a strategy for implementing the plans of action arising from the consultations. A sounding-out process took place throughout the planning phases. The committee members asked themselves and sought advice from others on these questions: Was there an existing organization that could implement solutions to the needs and problems that would emerge from the consultations? Should a new organization be created? Should a coalition be built in which organizations would unite to work toward the particular goals?

In Boston it was known from the inception of the project that an existing organization, the Advisory Board of the Diversion of Female Offenders program, would implement the recommendations of the consultation. In Baltimore and Miami the decisions were not made until after the consultations.

THE ACTIVITY PHASE

The Consultations

The consultations took place during the third phase of the WB/IWY program. A 1-day program format was selected for each. The proceedings began at 9 a.m. and lasted until about 4 or 4:30 p.m. The three consultation programs contained many similar elements; the basic pattern was as follows:

- Welcome by appropriate local and Department of Labor officials
- Keynote address by the WB director (in Baltimore and Miami) and by the coordinator of the WB/IWY program for women offenders (in Boston)
- Panel on programs or services for women offenders, including audience participation
- Luncheon
- Workshops
- Wind-up and future plans

Enlivening the proceedings within this fairly traditional format, each consultation had its own special highlights, as indicated below:

Baltimore

— Tours of the job training programs and facilities of the Maryland Correctional Institution for Women (the site of the consultation) preceding the meeting afforded an opportunity to talk with residents and staff about the State-use industry (the sewing shop) and the several vocational courses offered. Some positive and negative impressions emerged which became discussion topics later in the day.

On the plus side, a welding program popular with the residents had graduated over 100 women and had placed many in good paying jobs in shipyards. On the minus side, graduates of an approved institutional training course in cosmetology were having trouble obtaining licenses because of the ex-offender stigma. No carpentry course had been offered for a year, although the shop and equipment were available. (Note: This was remedied shortly after the consultation.)

— The keynote address by the Women's Bureau director placed in perspective the situation of women offenders in seeking employment and dissolved many of the myths concerning the subject. Outlining the advancements now underway and the many areas of neglect, the director told the group: "Our objective here is to evolve an effective plan of action whereby existing organizations or new alliances will seek to improve existing programs of job training and job opportunities for women offenders. The first step is to understand the problems women offenders share with most women who want a meaningful job that will pay them well and give them a sense of accomplishment and self-fulfillment."

-- The plight of the women incarcerated at the State prison was brought to the forefront. About 20 residents participated in every aspect of the consultation throughout the day. Taking seriously their roles as representatives of the entire population at MCIW, these women brought to the attention of the conferees the deficiencies in the institution's vocational training programs, the lack of volunteers for educational programs, the absence of meaningful programs for long-term offenders who are forced to wait until they approach the time of release before they can acquire job training, and a host of other problem areas. They posed hard and thoughtful questions to panelists and workshop participants.

Also, a "Dialogue With Women Offenders," moderated by the WB/IWY program coordinator, disclosed the obstacles faced by women offenders after they are released. An MCIW resident, a resident of a community corrections center, and a parolee gave dramatic accounts of their life problems, their incarceration, and what they expected upon release. They also gave many constructive suggestions for improving existing programs.

-- The panel discussion on "New Efforts in Developing Vocational Programs for Women Offenders in Maryland" featured two directors of new correctional programs for the woman offender, the superintendent of the Maryland Correctional Institution for Women, the chairperson of a voluntary Committee on Women's Correctional Reform, and the director of the Mayor's Office on Manpower Services. The discussion was moderated by a woman delegate to the Maryland General Assembly who was the chairperson of the Special Joint Committee on Corrections. The discussion was not a one-sided presentation of what the State of Maryland provided for women offenders. Rather, the panelists and the other participants, particularly the women offenders, did not refrain from pointing out where existing programs had failed. And the Superintendent of MCIW acknowledged, "We've got a few things going, we will need a lot more."

-- The three workshops dealt with separate topics: Jobs and Job Training, Supportive Services, and Women Offenders and the Law. The charge to continue the spirit of the consultation beyond words and to develop a plan did not go unheeded by any of the groups. The Jobs and Job Training workshop, for example, identified 13 priority issues or problems, and all workshop participants agreed to follow through on correcting the problems.

Boston

-- The keynote speaker was the coordinator of the WB/IWY women offender program. Speaking from personal experience as one who had served time, she stressed the importance of training women offenders in occupations which command salaries sufficient to maintain themselves and their children. She emphasized that the largest number of women offenders were out on the streets in pretrial status or as probationers and parolees, and are more disadvantaged than those incarcerated because no help is available to them.

-- "Employers Take a Chance" was the subject of the panel discussion. Moderated by a female TV personality, the panel was made up of employers with experience in employing offenders--from Raytheon, Honeywell, Manpower Development Associates, and Bethlehem Steel--and of women ex-offender role models employed by those companies. The employers offered these pointers to potential employers of women offenders:

- Never hold an interview unless an opening exists
- Give ex-offenders jobs with potential for career growth
- Offer constant counseling and followup
- Explore public-funded on-the-job training programs.

Several offenders shared their experiences in finding and holding jobs, and stressed the importance of programs, such as Diversion of Female Offenders (DFO), that provide motivation and counseling.

— The Massachusetts attorney general in a luncheon address expressed his commitment to remove the barriers that prevent the offender from gaining employment. He outlined the conditions under which an ex-offender who knows her rights can answer "no record" on her job applications. He also explained the dangers of having information on an offender's criminal record placed in the computerized Criminal Justice Information System.

— For the workshops the participants were divided into five groups, with an even mix of employers, union repesentatives, representatives of private and government agencies, and female offenders. All workshops discussed the same topic: "Employment Problems and Solutions for the Female Offender." The emphasis was on concrete steps that business and the community and social service agencies which serve offenders could take to enhance the ability of offenders to be hired and to succeed in a job. Employers who hired offenders shared information on their success, their satisfaction with the women as workers, and some tactics they used as employers to create a better work environment for the women. Techniques were suggested for better communication and synthesis of efforts among agencies, institutions, and business and industry.

Miami

— The keynote address by the Women's Bureau director accented the conference theme that answers to problems of training, jobs, and resocialization of women in the criminal justice system lie mainly in community corrections. This message had special significance in a State with a record of putting more people in jails and prisons than most other States. "Unless we can return the women offenders to society equipped to support themselves and their dependents and fortified by community concern and understanding, the correctional experience is useless," stated the keynote speaker.

— The panel on "Women Offenders in Florida: How Can Their Employability Be Improved?" was structured to elicit answers to questions furnished in advance to the panel of high-ranking officials from State and local governments responsible for community correctional programs. The panelists were: the head of the Florida Department of Offender Rehabilitation, a woman State legislator, the director of the local women's detention center, and the director of the County Human Resources Department. They each answered several questions which zeroed in on "problem" areas as viewed by the planning committee. For example, the head of the Florida Department of Offender Rehabilitation was asked whether he could justify State-use industries and institutional maintenance work as effective rehabilitative tools, and whether female work-release centers were operating to capacity. Answers indicated that the panelists had seriously considered the questions. In fact, an administrator of the Department of Human Resources had

her staff make a special survey of the programs and services for women offenders. She deemed them inadequate and promised a new initiative to implement special programs for women offenders.

— A group of four reactors were each given a few minutes to respond to the panelists or to interject their own ideas. They included an employer, a State legislator, an ex-offender who is head of a residential treatment program, and the director of a bilingual/bicultural career development program. While all the reactors made important contributions, special note should be taken of the thrust of the employer's remarks. He called attention to the fact that few business leaders had accepted the invitation to the consultation, and emphasized that much work was needed to convince them of the benefits of hiring ex-offenders--especially women ex-offenders. As personnel director of a large firm with a good record of hiring ex-offenders, he detailed his positive experiences without glossing over the negative ones. He reported that he found similar problems, such as occasional tardiness and turnover due to transportation problems, among the members of his work force who were not offenders.

— A low-key approach was taken to the participation of offenders. No one program segment brought them to full visibility as was the case in Baltimore. Rather, the offenders on supervised release from the Miami Women's Detention Center and from various community projects blended into the program throughout the day. During lunch and coffeebreaks they "rapped" with the other participants.

Getting Feedback From Participants

Evaluation sheets were distributed to conferees at all three consultations. They requested ratings on the overall program, the format, and individual program segments; suggestions for improving future meetings; and commitment for further involvement.

Replies were overwhelmingly favorable, such as: "Very positive--met general objectives"; "Maintained a high level of interest throughout the day"; "Top-level people on the program had done their homework"; "Excellent kit materials."

A few unfavorable ratings centered around (1) the lack of employer representation in both Baltimore and Miami (note: the small number of employers present was a disappointment to both planning committees which had invited a sizable number); and (2) the handling of offender participation.

In Baltimore a few conferees commented that the emphasis on participation of women in the correctional institution (see p. 14) dominated the overall problems of women offenders. They felt the residents' problems overshadowed those of women offenders in the community--those on parole, probation, or diverted from prison in various ways.

In Miami about half of those replying indicated that although a sizable number of women offenders and ex-offenders (about 14) were present, they were not visible enough and there was too little opportunity for their participation. One comment indicated objection to a correctional officer accompanying several residents of the detention center to a workshop, thereby limiting their participation.

An unusually large number of consultation participants committed themselves to future involvement in action. In Baltimore the count was 42 persons out of 58 filling in evaluation sheets, while in Miami the number was 26 out of 31.

Reporting the Consultations

No formal reports of the individual consultations were contemplated. However, the planning committees in Baltimore and Miami decided upon informal written reports. In Baltimore a law student volunteer wrote a report which was sent to consultation participants. It presented the author's impressions of the consultation and discussed the substantive issues raised. A similar technique was used in Miami. There, also on a volunteer basis, a former reporter who is a staff member of the Center for Dialogue prepared a report.

In addition, working papers for use in determining priorities for action in the followup phase were prepared by Women's Bureau staff immediately following the consultations in Baltimore and Miami. These were essentially listings of areas of concern that were identified from all the segments of the day's proceedings. They cataloged very specific gaps or deficiencies in vocational programing. For example, in Baltimore, on the subject of job development within the Maryland Correctional Institution for Women, it was noted that the Model Ex-Offender Program (MEP) had no plans for stationing a job developer at MCIW even though male institutions using MEP demonstration program funds have them. (Note: This was corrected shortly after the consultation.) Another deficiency noted was that State and local civil service vacancies were not posted or circulated within MCIW.

Summing Up

What Was Learned About Problems Relating to Employment

-- Penal institutions offer women few opportunities for education (even basic education), job training, or resocialization. The result is failure to adjust to the outside world.

-- Work in State-use industries often appears to be a liability rather than an asset in terms of training, because it siphons off from other productive pursuits (basic education and GED) many residents who need the wages, meager as they are, for support of dependent children.

-- Work-release is not readily available to women offenders, and even where a State allows it, the rules of the correctional institution relating to the classification system often thwart its use.

-- "World of work" or job-readiness courses which could appropriately be taught inside the institution are rarely offered.

-- Employer and labor union involvement is minimal within women's correctional institutions and in pre- and post-incarceration programs. Their help is needed to upgrade training, to provide job market analysis, and to help in developing a list of employers receptive to hiring women offenders.

-- Long-termers are cut off from vocational programs that may be available to short-termers to ease their reentry into society.

— Very little job development for women offenders occurs within correctional institutions. Linkages are often nonexistent between correctional institutions and resources offered by community and government agencies which may hold the key to job opportunities.

— Many barriers to employment still exist in State laws; licensing restrictions (such as arrest questions on job or training application forms) are prevalent particularly in occupations for which women frequently receive institutional training.

What Was Learned About the Direction To Go

— Community-based corrections offer more hope than institutions for dealing with all but a small number of women offenders.

— A continuum of employment and training services should be provided for the woman offender at every stage of the criminal justice system.

What Was Learned About Getting the Job Done

— There is a whole cadre of people who can be aroused to commit themselves to work as volunteers with women offenders or to bring about needed changes in legislation and services.

THE FOLLOWUP ACTION PHASE

This phase required the support of concerned people who would unite and actively address the problems. All three consultations had proven successful in pointing up the issues and bringing about consensus that reforms were needed. Participants were stirred by the injustices which emerged at the consultations and were motivated to see that fundamental changes were brought about. Many of them sought INVOLVEMENT. 4/ The planning committees moved swiftly into the followup action phase in order not to lose the momentum engendered by the consultations.

As mentioned earlier, each of the three planning groups had been committed from the beginning to the concept that a new organization, a coalition or alliance, or an already existing group would carry out the action plans the consultations recommended and work on a continuing basis toward improving the employment status of women offenders. Each then developed its own strategies as described below.

4/ See page 16 for numbers of persons who indicated they wished to work on followup action programs.

The Sequence of Events 5/

Baltimore

1. The planning committee, constituting a work group to expedite action, met twice in the month following the consultation. The meeting agenda included: (a) an exchange of views on the consultation, (b) a review of a report tabulating the responses on the evaluation sheet, and (c) a plan for a new group or organization to be responsible for followup action.

2. Six weeks after the consultation, an action meeting was convened. The Maryland Commission for Women (MCW) agreed to act as convenor, with a commissioner chairing the meeting. Of the 42 persons who had indicated on evaluation sheets that they wanted to be involved in action, 30 attended this meeting.

Decisions were made to organize the ongoing group and to name it the Task Force on Women Offenders in Maryland. The structure agreed upon consisted of dividing the participants into four subgroups or subcommittees, according to interest: (a) legal services, (b) education, (c) training and jobs, and (d) supportive services (including counseling). Each subcommittee then selected a chairperson who served on an executive board. Other members of the executive board included several members of the original planning committee and two WB staff members acting in an advisory capacity. The chairperson was elected by the executive board. Each subcommittee (meeting in workshop sessions) decided which of the many issues emerging from the consultation they would address first.

3. The task force then instituted a regular monthly meeting schedule. It is now a strong, dedicated group of people who already have a solid record of accomplishments (see page 20). A few changes in organization structure have taken place. The subcommittee structure was abandoned, largely because it involved a proliferation of meetings, and the task force has been operating effectively as a single group.

The status of the task force as an independent entity, unattached to any ongoing organization, has also changed. After the task force had operated for 7 months, the Maryland Commission for Women, which had been deeply involved in every phase of the program since its inception, acceded to the request of the task force and the Women's Bureau to assume sponsorship. This action was mutually advantageous to MCW and the task force. It afforded MCW an opportunity to strengthen work in an area it had always felt was within its purview but had been unable to focus upon because of limited staff.

5/ No detail on Boston is given under this heading because the Advisory Board of the Diversion of Female Offenders program assumed the responsibility of implementing the followup action. This was in keeping with the main purpose of the conference to open up jobs, job training, and supportive services that would assist that organization in helping its clients.

For the task force as well, the move offered strong advantages: (a) a more effective structure and a more prestigious channel for implementation of its program, (b) linkage with a larger number of voluntary women's and community organizations, (c) the opportunity to extend the scope of its work beyond the Baltimore area to other parts of the State, and (d) the services of a graduate student intern for 25 hours a week.

Miami

1. A nucleus of 10 persons, mostly from the planning committee, met with three WB staff members the day following the consultation. They constituted an informal task force on women offenders. At that meeting they decided to request the Dade County Commission on the Status of Women, the cosponsor of the consultation, to sponsor the task force.

2. Shortly thereafter the task force met to prepare for presenting its request to the commission and to select a chairperson. Then the members plunged directly into discussions and planning for action projects to which they would give priority.

3. The Dade County Commission on the Status of Women voted to make the task force an ongoing subcommittee of the commission, and named its education chairperson the liaison between the commission and the task force.

4. Subsequently, an "action" meeting was held under the cosponsorship of the Women's Bureau and the Dade County Commission. With the structure of the task force—as an ad hoc committee—already determined, the 28 members focused on the directions the action would take. They divided into four subgroups—employment and training, legislation, legal services, and human resources and social services. Plans were made and tasks were assigned to individuals.

Early Results

Baltimore

— A working relationship has been developed between the task force and the superintendent of the Maryland Correctional Institution for Women. Soon after the task force organized, its members met with the MCIW superintendent to review the areas of concern that had emerged at the consultation, to determine priorities for action, and to work out procedures for cooperation between the task force and MCIW staff.

— A channel of communication has been established between the task force and the residents at MCIW. The task force chairperson has met several times with residents to discuss further their needs related to employability and to brief them on task force progress.

— A "world of work" or job-readiness orientation seminar has been developed by two task force members. Taught by volunteers from the task force and from several social action agencies, it was given to residents of MCIW in six sessions. This pilot program is now being evaluated and revised before being offered to residents of the Baltimore Women's Detention Center or some other women's jails in Maryland.

— A stand was taken against restrictive licensing provisions of the State Cosmetology Board affecting the future of enrollees in the accredited cosmetology training course at MCIW.

— A survey has been made of legal services needed by residents of MCIW. A comprehensive program, perhaps using law students, is in the exploratory stage.

— Efforts are underway to obtain at MCIW an institutional training program in a nonsex stereotyped field (for example, computer skills in programing and operation) to be sponsored by a leading computer corporation.

Boston

— Sylvania Technical Institute awarded a $2,400 scholarship to support a year of training in electronics for a client of the Diversion of Female Offenders program (DFO), the consultation's cosponsor.

— Several employers requested that female offenders be referred to them for possible employment. For example, the Boston Edison Company sought women to fill openings as linespeople working with cables underground. ITT and Continental Bakery requested women for all kinds of jobs, including truckdrivers.

— As a followup of the consultation, DFO instituted an industry outreach program to locate employment opportunities for clients.

— Honeywell Information Systems expanded its computer training program at the coeducational Massachusetts Correctional Institution at Framingham to include more women.

Miami

— A proposal has been drafted for a multipurpose women offenders resource center to provide job opportunity and training referral and various support services. As one facet of the proposal, the YWCA would provide emergency or crisis services for women offenders including, when needed, temporary lodging at the city YWCA. Funding is currently being sought for the center.

— A program has begun utilizing labor union resources in expanding training and job opportunities for women offenders. Two union members of the task force are working with staff of the State Women's Correctional Institution to upgrade the training women receive in the prison garment shop (the State-use industry). They have also canvassed employers in the garment trades (a major industry in the area) on prospects for employment of women offenders. The task force is developing a system to assure that women offenders (those eligible for work-release) are referred to the many interested employers. Several women have already been hired in the garment trades at salaries above the minimum wage.

— Developments in pending State legislation affecting women offenders are being observed by a subcommittee member. A protest was lodged by the task force with the chairman of the Parole and Probation Commission in connection with the appointment of a man to head a newly legislated contract parole plan at the State women's prison.

— An informal survey of legal needs of women offenders has been made. A program is being developed in accordance with the aims of the National Advisory Commission on Criminal Justice Standards and Goals.

CONSULTATIONS AND FOLLOWUP AT A GLANCE

Elements	Baltimore	Boston	Miami
Objectives	To share information and to identify and assess the needs for job training, job opportunities, and supportive services for women offenders (both institutionalized and in the community) in the Baltimore Metropolitan Area. To generate a plan of action whereby organizations and government agencies will seek improvement in the employment status of women offenders.	To explore the employment and job training opportunities of women who have come in contact with the criminal justice system. To publicize the needs of women in the criminal justice system and identify specific areas of discrimination and neglect.	To share information and to identify and assess the needs for job training, job opportunities, and supportive services for women offenders (both institutionalized and in the community) in the Miami Metropolitan Area. To generate a plan of action whereby organizations and government agencies will seek improvement in the employment status of women offenders.
Date	October 15, 1975	November 12, 1975	March 23, 1976
Sponsor	Women's Bureau	Women's Bureau and Diversion of Female Offenders program	Women's Bureau and Dade County Commission on the Status of Women.
Meeting place	Maryland Correctional Institution for Women (MCIW), Jessup, Maryland	The Holiday Inn Somerville, Massachusetts	The YWCA Miami, Florida
Program	See Appendix A	See Appendix A	See Appendix A
Outcome for follow-up action	Establishment of a new organization, the Task Force on Women Offenders in Maryland. First meeting convened by the Maryland Commission for Women, which later assumed sponsorship of task force.	Development of employment and training opportunities for women offenders and an increased awareness of employers to the pretrial program "Diversion of Female Offenders" (DFO), with commitments from employers to hire DFO's clients.	Establishment of an action group under the aegis of the Dade County Commission on the Status of Women; incorporated as an official ad hoc committee of that commission.

Composition of action group	Thirty persons who attended followup action meeting; task force divided into four subcommittees (legal, education, training and jobs, and supportive services), with an executive board member as the official head. Subcommittees dissolved later in favor of task force acting as a single group.	The Advisory Board of the Diversion of Female Offenders program (20 persons).	Twenty-eight persons (original planning committee members and several consultation participants) emerged as the action group; later became an official ad hoc committee of the Dade County Commission on the Status of Women. The task force functions under four subcommittees: employment and training, human resources and social services, legal services, and legislation.
Early results	A working relationship developed between the task force and MCIW staff, and a channel of communication established with the residents; a world of work seminar given in six sessions at MCIW; a stand taken against restrictive cosmetology licensing; survey made of legal service needs of MCIW residents.	A 1-year scholarship awarded to Diversion of Female Offenders program by Sylvania Technical Institute for electronics training of a DFO client; referral of DFO clients to Boston Edison Company for employment; applications of DFO clients for the Honeywell computer program at Massachusetts Correctional Institution at Framingham; listing of support groups to women offenders provided from consultation participants list.	A proposal drafted for a multipurpose women offender resource center; a program started for utilizing labor union resources to expand training and job opportunities, an informal survey made of legal services needed; a committee organized to observe State legislation affecting women offenders.

PART II

HOW YOUR ORGANIZATION CAN CARRY OUT A PROGRAM FOR WOMEN OFFENDERS-- A "HOW-TO" GUIDE

How You Can Do It

How To Begin

The Four Program Phases

Assistance of the Women's Bureau National and Regional Offices

HOW YOU CAN DO IT

This section is a guide to help you develop in your community a program to address the employment needs of women offenders. The suggestions are based on experiences of the Women's Bureau program reported in Part I. Just as the problems of women offenders vary somewhat from State to State, the resources available to help them differ also. Therefore, you will have to tailor these suggestions to fit your organization as well as your community.

HOW TO BEGIN

Determine Who Will Initiate the Program

The program initiator could be an organization--perhaps a State or local commission on the status of women or some service, civic, church, or community organization such as Church Women United, National Council of Negro Women, YWCA, or any group whose area of concern includes the woman offender.

It could also be a coalition of individuals. In some communities a group of women with careers in the criminal justice system have united for information exchange. They might be the initiating force. A women's resource center is another possibility.

Whoever initiates the program should wholeheartedly support the idea and should have the potential for sustained efforts over a period of time to effectuate needed change.

Define the Community Your Program Will Serve

An entire State, if you are a statewide organization, or a particular city might be selected as the appropriate community. Usually, interest is heightened if a jail or detention center or a State correctional facility for women is located close by. However, don't forget that gaps and deficiencies in services are often found in the cities to which offenders return upon release.

Find Out What Resources Are Available

For "people power," information, and services, you can probably count on many existing resources in the community. Your organization no doubt has links already or can forge new ones with voluntary organizations, educational institutions, government agencies, the mass media, and programs in the criminal justice area. Your role can be a coordinating or catalytic one. You need not shoulder the entire effort.

As for money, it would be desirable to have some, of course, to pay expenses of speakers, fellowships for ex-offenders, and so forth. But if you do not have funds, don't be deterred. There are ways to obtain help from the institutions cooperating with you. The YWCA or a school might furnish a meeting place. Government agencies might offer technical assistance, staff services, and speakers. Law

schools might provide volunteers for research or other tasks. Also, a registration fee at the consultation can be kept minimal and still cover expenses for box lunches for the participants, the guest speakers, and offenders invited. A final observation is that it is not practical to seek outside funds to carry through the program in its four phases. Rather, it is better to wait until you find out what action is needed for women offenders. Then, turn your efforts to obtaining funding for a specific goal.

If your initial probes indicate there are resources to support a program for women offenders, your next consideration is a more in-depth assessment of needs and resources--the first of four program phases in which you will likely be involved.

THE FOUR PROGRAM PHASES

THE ASSESSMENT PHASE

The objective of Phase I--the Assessment Phase--is to obtain a perspective of the needs related to employment of women offenders in the community selected and the resources available to meet the needs. Also in this phase you can solidify community interest and support for the program and possibly identify groups or individuals to be involved in planning and followup.

Decide Who Will Carry Out This Phase

Perhaps your organization has a person who will assume the role of coordinator. If not, two or more volunteers could do it. Essentially the tasks are gathering information, exploring the situation of women offenders, and identifying the issues and problems. It is important to have a coordinator who will create goodwill and not alienate contacts or instill misapprehensions that services will be duplicated.

Contact Key Persons and Organizations

A list of the kinds of key persons that should be contacted is on page 7. All of them should be able to have some impact upon the employment of women offenders. You will probably find that once you get started, one person or group will lead you on to others. Don't get so involved that you go on ad infinitum, though. Remember, you're just assessing the problems and obtaining an overview of the needs; you're not working out solutions at this point.

Allow about 4 to 8 weeks for this assessment phase, depending upon your personnel. At the end of that time you should have identified the initial issues and problems. You'll want to decide carefully, then, the individuals, agencies, or resources that will be contacted. Here is a suggested list, along with the kind of information you should seek:

Government Agencies

- State department of corrections--Ask for demographic information on women offenders and for programs and services offered in correctional facilities for women. Is there discrimination against women offenders?

- State bureau of employment security, employment service--Does it have an offender desk where staff members specialize in ex-offender employment?

• State or municipal civil service commission--Inquire about its policy on offender employment and about employment opportunities.

• Local agency (probably human resources) that provides supportive services.

• State and local bodies responsible for dispensing funds for criminal justice programs.

o The prime sponsor of the Comprehensive Employment and Training Act (CETA), and the State planning agency of the Law Enforcement Assistance Administration (LEAA)--Find out what programs have been funded for women offenders and what the prospects are for future funding.

Correctional Projects and Programs

Seek out existing programs and projects for information on services being provided for women offenders. Some programs may be government funded through CETA or LEAA. Others may be sponsored by private agencies, ex-offender groups, or church groups, for example. Do they provide services for female as well as male offenders?

Service and Women's Organizations

Find out which organizations in your community have criminal justice topics on their agenda. Among the national organizations active in this area are the National Council of Negro Women, Delta Sigma Theta, Business and Professional Women's Clubs, General Federation of Women's Clubs, American Association of University Women, League of Women Voters, Junior League, National Council of Jewish Women, National Organization for Women, Urban League, Church Women United, National Association of Commissions for Women, League of United Latin American Citizens, and YWCA. Are their State and local chapters working in this area?

Business and Industry

Investigate which employers or employer organizations are concerned with opening up jobs and job training opportunities to women offenders. Find out how effectively the National Alliance of Businessmen Ex-Offender Program (Department of Labor funded) is helping women offenders find employment. Check out whether the chamber of commerce has a committee or task force on the subject. Does the Jaycees' criminal justice program have a volunteer program in any women's correctional facilities in your State?

Labor Unions

Explore whether the Human Resources Development Institute (HRDI), a Department of Labor-funded program of the AFL-CIO, has taken any initiatives in behalf of women offenders.

Check with labor unions, such as the International Ladies' Garment Workers, which cover occupations for which women offenders are frequently trained in prison. Have there been any union efforts to develop jobs for ex-offenders or to upgrade the quality of training that both offenders and ex-offenders receive?

Educational Institutions

Ascertain which colleges, including community colleges, and universities have criminal justice courses. What research has been done on women offenders? Do students work as volunteers on educational programs in correctional institutions? Are law students providing legal assistance for women offenders? Are women offenders allowed to take courses on a study-release basis at colleges near the correctional facilities?

Legislators

Seek out the women legislators in your State. It is likely that one or all of them can tell you what has been done legislatively and what needs doing to remove barriers to employment opportunities for women. Find out about pending bills, if any, affecting women offenders.

Women Offenders

Talk with as many offenders and ex-offenders as possible to find out about their unmet needs. You will have to go where they are to do this. That means visiting the State correctional institutions for women, the local jail or detention center, halfway houses for women or coeducational houses, work- or study-release centers, and community-based programs which offer counseling and other supportive services to women ex-offenders.

Examine Your Information

Now is the time to step back and take stock. Were many unmet needs and problems uncovered? Do you think a consultation would be an appropriate vehicle to heighten citizen understanding and to generate interest in remedial action? At this point you might conclude that a program different from the one outlined in Part I would work better in your community. For example, your organization may wish to hold a public hearing on the employment of women offenders. Organizations such as commissions on the status of women sometimes hold hearings and use the testimony as the basis for recommendations for action. Or, you may decide you did not uncover enough interest and support for a community-involved program. In that case you might wish to undertake a more limited project. For example, your organization might choose to publish a fact sheet or resource document that will assist women offenders in locating resources they need to find jobs, training, or supportive services.

Assuming, though, that you want to follow the Women's Bureau program design, you are ready to go forward to the next phase.

THE DEVELOPMENTAL PHASE

Choose a Planning Committee

You do not need to select a large number of members--10 to 15 should be adequate. The productivity might bear an inverse relationship to the size' If you plan to have a coalition of interested persons, organizations, and agencies, you should strive for a good mix and cross section. Try to achieve a balance of men and

women, minority group members, employers, union representatives, officials from government agencies including corrections, representatives of voluntary groups, offenders and ex-offenders, legislators, and citizens interested in correctional reform. It is important to choose persons who have (1) knowledge about women offenders, (2) organizational skills, and (3) time to devote to the planning and followup processes. Since the planning committee will probably form the nucleus of the action group, it is especially important that its members have time to devote to the planning and followup activities.

Make Planning Meetings Productive

Think through how the planning committee will function. Of course, you will want to select a chairperson and decide the approximate number of meetings you will hold. Prepare an agenda for each meeting; it will pay off in to-the-point, constructive sessions.

If the planning committee is fairly large, you may wish to divide into subcommittees to handle specific tasks. Most of the planning tasks are included in the checklist of conference arrangements on p. 34. The tasks that bear special relevance to a consultation on the employment of women offenders are outlined in the following sections.

Set Your Goals

The planning committee will probably want to decide upon immediate as well as ultimate goals. You may wish to take your cue from the goals of the three Women's Bureau consultations (see p. 10), or you may decide on entirely different ones. After the assessment phase, some very specific and well-defined ideas as to what could be accomplished will probably have been formed.

Plan Your Program

— Decide the focus. You may want to consider some of these options: Will you focus upon the employment and training problems of women in correctional institutions? or those of women offenders in the community--those diverted from prison through various programs and those on probation or parole or in halfway houses? Will you try to cover both? Keep in mind that the number of incarcerated women is only a small fraction of those in the community. If your program emphasizes the institutional problems, you may wish to expand the emphasis in the followup action phase.

-- Decide the program content; that is, what aspects and issues will be covered. You may wish to discuss training courses in the prison or jail, and services provided on the outside by various government or private agencies.

-- Decide the format. Perhaps a 1-day format is not long enough to cover what you wish. If you schedule the consultation for 2 days, perhaps there will be time to tour a nearby correctional institution or halfway house.

Develop a program format to fit the desired content (keynote speech, panel and reactors, workshops, any special features, and wind-up). A special feature such as a film or slide-tape presentation could be shown during lunch if box lunches are provided. See the Resource Directory (Appendix G) for suggested films.

-- Select, procure, and brief (by letter or in person) panelists, speakers, and workshop leaders. The preliminary preparation of workshop leaders is crucial, because the mission of the workshops is to begin the formulation of a plan of action to be used in the followup phase.

-- Involve women offenders in your program. By all means, have an ex-offender or offender on a panel or as a reactor, and in the workshops. Meet with the offenders in advance of the consultation to discuss the nature of their participation and the importance of stressing employment-related issues.

Decide Whom To Invite

Should the consultation be by invitation or open to the general public? The planning committee will have to make this decision which should relate to the purpose of the consultation.

If you plan to invite all participants, you probably will want to include persons contacted in the assessment phase. Planning committee members can then solicit additional names from various groups. The final selection should be made carefully to assure adequate representation from organizations, government and private agencies, and individuals concerned with the criminal justice system.

Prepare Materials for Participants

You will need materials both for participants' kits and for publications displays.

Kit Materials--In addition to existing publications you may want to obtain for kits, you should, if possible, prepare some materials that contain information specifically about women offenders in your State. Some ideas:

-- A fact sheet or profile of the woman offender. It could answer such questions as: What is her age, educational level, race, marital status, and previous employment status? Where does she serve her time? How long is her sentence? and for what crime? What is done for her through educational and vocational programs in the local detention center or State or Federal prison, or while she is in the community perhaps on probation or parole?

-- A fact sheet on the State laws and licensing requirements that restrict job opportunities of women offenders. This should pinpoint any legal barriers in occupations for which women receive training.

-- A fact sheet on various programs and projects that develop jobs and provide training and support services. It should specify what is being done for women offenders.

-- A compilation of programs to benefit women offenders that have been funded by the Comprehensive Employment and Training Act (CETA) and the Law Enforcement Assistance Administration (LEAA).

-- A bibliography and descriptions of exemplary national programs that affect women offenders.

-- A compendium of pending State legislation that would affect women offenders.

Don't forget to include in the kits the final program and a map of the meeting place with rooms designated where events will take place.

Publications for Display--Besides the kit materials, there are many other relevant publications, available from both government and private agencies, which you may want to call to the attention of participants for further reference sources. These materials may be displayed on tables or arranged as an exhibit. The Women's Bureau has a number of publications on the economic and legal status of women workers. Another source is the Female Offender Resource Center of the American Bar Association (see Resource Directory, Appendix G).

Plan Effective Publicity

The success of your action program following the consultation will depend upon the broad-based community support you generate. An effective public relations program is a must. Here are a few tips:

-- Try to include in the planning group, or as a volunteer, a person who is a journalist or has worked with the media.

-- Make a timetable for publicity and prepare a press kit. Include in the press kit a press release (see Appendix D for sample), the program, and background information.

-- Prior to the consultation (even though you may be having only an invited audience), explore means of bringing the issues and the story of the consultation to public attention through every possible media outlet. Consider as potential copy success stories on women ex-offenders employed in nontraditional jobs, the experiences of ex-offenders working with the planning group, a tour with reporters of a correctional facility highlighting vocational training facilities and programs.

-- During the consultation, arrange for press coverage, including interviews with speakers and participants. Note: If any part of the consultation is held within a correctional institution, be sure that you learn from the proper authorities about any rules and restrictions. Be mindful that the residents may not wish to be photographed or have their names used. Respect their wishes.

Checklist of Consultation Arrangements*

- Decide on cosponsor (s).
- Select the consultation date.
- Set up a timetable for deadlines.
- Make arrangements for logistics--meeting place, rooms, parking.
- Establish the registration fee and develop a budget. Designate a treasurer.
- Draft the program.
- Procure speakers, facilitators, resource persons, recorders, report writers.
- Compile a list of invitees and prepare invitation letters.
- Arrange for followup mailings, such as reminders and thank-you notes.
- Designate someone to handle advance registration. Keep track of registration to make sure major groups are represented.
- Plan registration for the day of the conference, including staffing the registration desk.
- Decide what materials should be distributed and arrange for preparation.
- Arrange for printing of materials, including the program and participants' materials.
- Arrange for assembly of kits and publications display.
- Arrange for publicity, including providing a press table.
- Make food arrangements. Estimate the reservations for coffee and lunches. Plan the menu. Make arrangements on deadlines of final counts with supplier.
- Prepare an evaluation sheet. Assign responsibility for calling it to the attention of consultation participants and for its collection and compilation of answers.
- Make any special arrangements needed for offender participation. Offer help with transportation and scholarships for registration fees.
- Hold briefing sessions with panelists and workshop facilitators.

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*Does not include responsibilities in developing the program.

THE ACTIVITY PHASE

This is the phase in which you hold your consultation. If you have planned carefully in the first two phases, the event should proceed well. Your consultation will have its own special features and will reveal its own findings about the employment status of women offenders. After it is over, you could then fill in this section based on your experiences.

THE FOLLOWUP ACTION PHASE

Allow only a few days following the consultation to conclude any remaining transactions. All the preceding phases--the assessment, the planning, and the consultation--were just a prelude to action. You should not allow the enthusiasm for involvement generated by the consultation to become dormant. Keep the momentum going!

Gear Up for Action--Steps To Take

Prepare a report or list of the problems, needs, and suggested solutions that emerged at the consultation. This can be compiled from tapes of the day's proceedings, notes taken by planning committee members, personal observations, and recorders' notes from workshops.

Analyze the evaluation sheet (see p. 16). Compile a list of persons who indicated they wished further involvement. Check the sheets especially for action-oriented suggestions and offers of help.

Call another meeting of the planning committee. If possible, schedule the meeting no later than 2 weeks after the consultation. At the meeting allow some time for discussion of the report and analysis of the evaluation sheets. However, the main focus at this meeting should be on mapping strategies for followup action. By this time you probably will have determined the vehicle for carrying out the recommendations--perhaps an existing organization (as in the Miami experience, see p. 20), or an agency which will expand its work to cover implementation of the consultation's recommendations (such as the Diversion of Female Offenders program in Boston, see p. 19). Or, a new group may need to be organized (as in the Baltimore experience, see p. 19). In any event, this no doubt will have been determined in Phases I and II before the consultation. Also, you will have had reactions in a segment of the consultation dealing with plans for the future.

If you plan to form a new group, or even if an existing organization is assuming responsibility, you will want to schedule an "action meeting" before too much time elapses. Invite all those who indicated on their evaluation sheet that they wished to participate in future action.

Hold the action meeting. Agenda for action meetings will vary according to circumstances. Organizational structure will not be a major item of business if an existing organization is assuming the followup responsibility. For example, in Florida the Dade County Commission on the Status of Women became sponsor of the action group. Consequently, the group (called the Task Force on Women Offenders) was fitted into the framework of the commission. In this case the task force became a special committee, with its own chairperson, and a commissioner acting as liaison person. If, on the other hand, a new group is to be formed the agenda should allow ample time for discussion and decisions on organizational structure.

At this point, on the basis of the Women's Bureau experience, it appears that an informal type of structure would usually be desirable. If you try to set up a formal organization, much time will have to be invested in deciding on bylaws, objectives, and structure. It is probably better to keep this minimal so that work can begin right away on the action plan. The informal type of structure might include a task force chairperson and subcommittees headed by chairpersons.

The agenda should allot time for the committees to meet separately to decide on their priorities and on subsequent meeting dates. A helpful tool for the use of the committees that could be prepared in advance would be a breakdown by subject of the types of problems that emerged and actions that were suggested at the consultation. For example, needs related to education, jobs, and job training could be grouped under separate committees, which would then have a starting point to decide on priorities, to set up a schedule of meetings, and to tackle implementation of the plans of action which the consultation began to develop.

Begin operation as a task force or whatever type of group is selected. Here again you can expand this guide by adding your experiences, ideas, and accomplishments.

ASSISTANCE OF THE WOMEN'S BUREAU NATIONAL AND REGIONAL OFFICES

The Women's Bureau (WB) national and regional offices will provide you support during all of your program phases. To the greatest extent possible, WB staff will provide advice and technical assistance and may be available to participate in some consultations as a speaker, panel member, or resource person. They will also help you identify other resources and contacts whereever possible.

Local consultation planners may wish to call upon the Bureau for advice in preparing fact sheets and other materials for consultation kits. Although the Bureau cannot collect local and State data, it can help on sources of data. In addition, the WB assistant regional administrators will make available pertinent WB publications for distribution or display.

During the followup action phase, the Women's Bureau can furnish information about CETA as a possible funding source for any model program you may develop.

Following are the addresses of the regional offices of the Women's Bureau, along with a list of the States they serve.

Region I: Boston
Room 1812 - JFK Building
Boston, Massachusetts 02203
(Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)

Region II: New York
1515 Broadway - Room 3300
New York, New York 10036
(New Jersey, New York, Puerto Rico, Virgin Islands)

Region III: Philadelphia
15230 Gateway Building
3535 Market Street
Philadelphia, Pennsylvania 19104
(Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia)

Region IV: Atlanta
1371 Peachtree Street, N.E., Room 536
Atlanta, Georgia 30309
(Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee)

Region V: Chicago
230 South Dearborn St., 8th Floor
Chicago, Illinois 60604
(Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin)

Region VI: Dallas
555 Griffin Square Building, #506
Griffin and Young Streets
Dallas, Texas 75202
(Arkansas, Louisiana, New Mexico, Oklahoma, Texas)

Region VII: Kansas City
2000 Federal Building
911 Walnut Street
Kansas City, Missouri 64106
(Iowa, Kansas, Missouri, Nebraska)

Region VIII: Denver
14408 Federal Building
1961 Stout Street
Denver, Colorado 80202
(Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming)

Region IX: San Francisco
Room 10341, Federal Building
450 Golden Gate Avenue
San Francisco, California 94102
(Arizona, California, Hawaii, Nevada)

Region X: Seattle
Room 4113, Federal Office Building
909 First Avenue
Seattle, Washington 98174
(Alaska, Idaho, Oregon, Washington)

PART III

SAMPLES OF MATERIALS AND RESOURCE DIRECTORY

Appendix A. Programs

Appendix B. Letter of Invitation to Participants

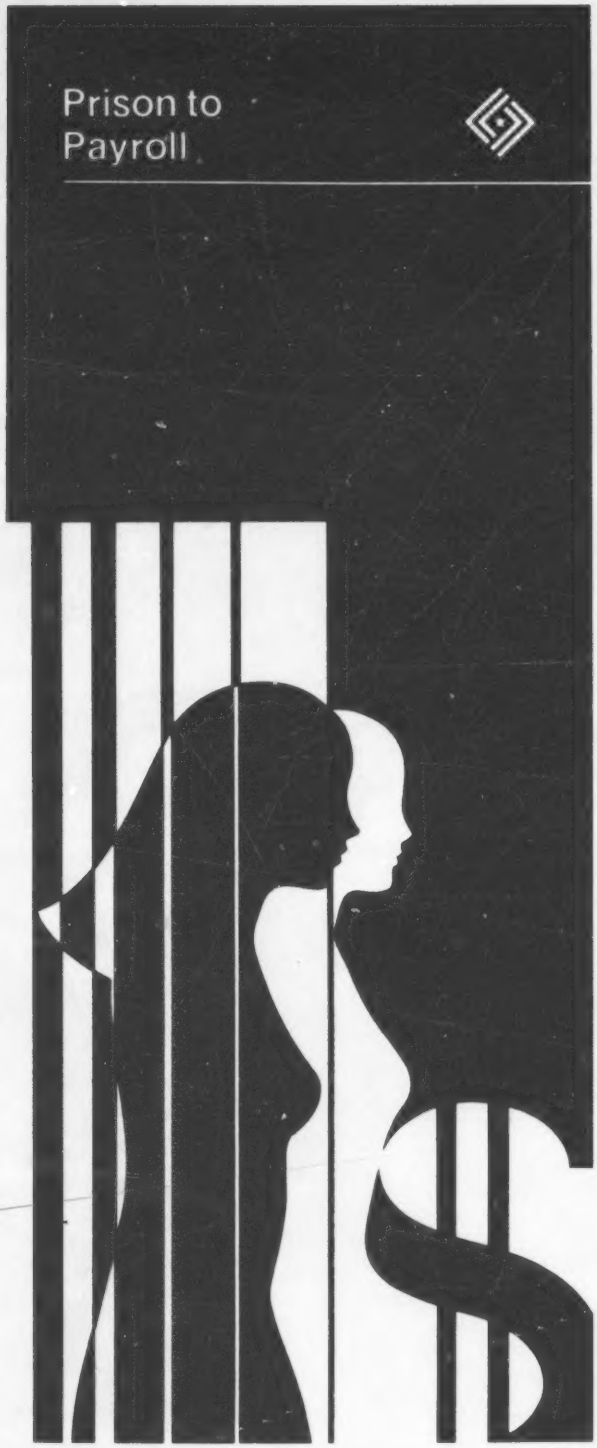
Appendix C. Registration Form

Appendix D. Press Release

Appendix E. Briefing Sheet for Workshop Facilitators

Appendix F. Evaluation Form

Appendix G. Resource Directory



Consultation Objectives

To share information and to identify and assess the needs for job training, job opportunities, and supportive services for women offenders (both institutionalized and in the community) in the Baltimore Metropolitan Area.

To generate a plan of action whereby organizations and governmental agencies will seek improvement in the employment status of women.

An IWY Happening

International Women s Year 1975 has been proclaimed a year of intensified action to advance the status of women. This focus is incomplete unless it takes into account the plight of the outcasts – the women offenders. The United Nations Commission on the Status of Women included specifically as one of its IWY objectives: "Seeking ways to improve the situation of women in prison and other places of detention."

International
Women's
Year

Program

Morning

8:45 Registration

9:00 Tour of MCIW Vocational Training Facilities

10:00 Presiding: Mary N. Hilton
Deputy Director
Women's Bureau

Invocation: Reverend Ada Jones

Greetings: Mark Levine
Commissioner
Maryland Division of Corrections

10:15 Keynote Address: Carmen R. Maymi
Director
Women's Bureau

10:45 Panel: New Efforts in Developing Vocational Programs for Women Offenders in Maryland

Afternoon

12:00 Movie: Release

12:30 Box Lunch

1:00 Presiding: JoAnn Orlinsky
Maryland Division of Labor and Industry

Dialogue with Women Offenders
Facilitator, Euphesenia Foster

1:45 Workshops

3:00 Workshop Reports
Windup and Planning for the Future

3:45 Adjournment

Panel

Moderator

Pauline Menes, Delegate
Maryland General Assembly
Chairperson, Special Joint Committee on Corrections

Panelists

Marion Pines, Director
Mayor's Office on Manpower Services
Baltimore, Md.

Harry Traurig, Superintendent
Maryland Correctional Institution for Women

Paul Showell, Director
Community Corrections Task Force
Maryland Division of Corrections

Hellena Edmonds, Administrator
Maryland Model Ex-Offender Program (MEP)
Department of Human Resources

Bernita Fuller, Chairperson
Maryland Committee on Women's Correctional Reform

Workshops

A. Jobs and Job Training
Leader – Berneita Holsey
Mayor's Manpower Center
Baltimore Urban League

B. Supportive Services
Leader – Edna DeCoursey Johnson
Associate Director
Baltimore Urban League

C. Women Offenders and the Law
Leader – Alfred J. O'Ferrall III
Baltimore Deputy Public Defender

Dialogue with Women Offenders

A Resident of the Maryland Correctional Institution for Women

A Resident of St. Ambrose Community Treatment Center

A Woman Parolee

THE FEMALE OFFENDER:

THE FORGOTTEN RESOURCE IN THE JOB MARKET

AN INTERNATIONAL WOMEN'S YEAR CONFERENCE

SPONSORED BY

THE WOMEN'S BUREAU, U.S. DEPARTMENT OF LABOR

AND

DIVERSION OF FEMALE OFFENDERS, JUSTICE RESOURCE INSTITUTE

AGENDA

THE HOLIDAY INN
SOMERVILLE, MASSACHUSETTS

WEDNESDAY, NOVEMBER 12, 1975

AGENDA

INTERNATIONAL WOMEN'S YEAR CONFERENCE
THE FEMALE OFFENDER:
THE FORGOTTEN RESOURCE IN THE JOB MARKET

Wednesday, November 12, 1975

8:30 - 9:30 REGISTRATION, Coffee and Danish

OPENING OF CONFERENCE

Vivian L. Buckles, Associate Assistant Regional Director
Women's Bureau, U.S. Department of Labor

9:40 WELCOME AND GREETINGS

Gerald P. Reidy, Regional Director
U.S. Department of Labor, Region I

George Campbell, Regional Administrator,
Law Enforcement Assistance Administration

10:00 KEYNOTE ADDRESS

Euphesenia Foster, Education and Special Projects Officer,
Bureau of Prisons, U.S. Justice Department, Washington, D.C.

10:30 PANEL: EMPLOYERS TAKE A CHANCE

Moderator: Sarah Ann Shaw, WBZ-TV, Channel 4

Panelists: Albert Cullen, Program Director,
Manpower Development Associates, Inc.

Gail Dunfey, Affirmative Action Officer,
Raytheon Co.

Edward Dunn, Personnel Manager, Bethlehem
Steel Corp.

Dick Henderson, Manager, Community Services,
Honeywell Information Systems, Inc.

Role Models: Employed ex-offenders

FLOOR DISCUSSION

12:00 LUNCHEON SESSION

Remarks: Terri Cader, Director, Diversion of Female Offenders, Justice Resource Institute

Introduction of Luncheon Speaker: Walter P. Parker, Assistant Regional Director, Employment Standards Administration, U.S. Department of Labor

LUNCHEON ADDRESS: Honorable Francis X. Bellotti, Attorney General, Commonwealth of Massachusetts

1:30 WORKSHOPS - Employment Problems and Solutions for the Female Offender

WORKSHOP A

Moderator: Connie Breece, Director, University of Massachusetts-Framingham Prison Project

Resource People: Albert Cullen, Program Director, Manpower Development Associates, Inc.

Dick Henderson, Manager, Community Services, Honeywell Information Systems, Inc.

Kathy O'Donnell, Systems Mediator/Trainer, Diversion of Female Offenders

Margaret Skarrow,Director, Urban Court, Justice Resource Institute

DFO Client

Recorder: Bobbi Whitaker, Career Specialist, College of Public and Community Service, University of Massachusetts

WORKSHOP B

Moderator: Vermelle Parks, Women's Program Specialist, Manpower Administration, City of Boston

Resource People: Fanny Acaputo, Production Manager, Forecaster of Boston, Inc.

Susan Canavan, Career Developer, Diversion of Female Offenders

Delores Marcucci, Asst. Deputy Manpower Director, Action for Boston Community Development

Beverlee Moss, Program Development Specialist, Manpower Development Associates, Inc.

DFO Client

Recorder: Fran Gelber, Assistant Professor of Liberal Studies, Boston University

WORKSHOP C

Moderator: Ruth Benjamin, Field Representative, Recruitment and Training Program

Resource People: Elise Adamson, Career Development, Diversion of Female Offenders

Frederick Hodge, Treasurer, Hodge Badge, Inc.

Antoinette Lifsky, Women Offender Manpower Program Consultant, Action for Boston Community Development

Walter Whidden, Program Development Specialist, Manpower Development Associates, Inc.

DFO Client

Recorder: Mary Rank, Referral Services, Women's Opportunity Research Center, Middlesex Community College

WORKSHOP D

Moderator: Robert Blumenthal, Counsel, Justice Resource Institute

Resource People: Leroy Cragwell, Acting Metro Director, National Alliance of Businessmen

Margaret Early, Manager, CETA Administration Unit, Manpower Administration, City of Boston

Joan Hastings, Women's Enterprises (W.E.) of Boston

Ronald Troxler, Senior Recruiter, Children's Hospital

DFO Client

Recorder: Liz Murphy (former Probation Specialist, Committee on Criminal Justice)

WORKSHOP E

Moderator: Ed Gallagher, Manpower Director, Department of Correction

Resource People: Brenda Crawford, Service Delivery Coordinator, Diversion of Female Offenders

Carolyn Degler, Manpower Coordinator, National Alliance of Businessmen

Alphonse Ghuimont, Director, Sylvania Technical School, Waltham

Lois Stryker, Supervisor, Law Offender's Service Division, Division of Employment Security

Recorder: Alvinia Kelly, Equal Employment Opportunity Specialist, Public Health Service, U.S. Department of Health, Education and Welfare

3:30 CLOSING REMARKS AND ADJOURNMENT

4:00 SOCIAL HOUR

Florida Women Offenders: Must We BAR Them From Employment?

Consultation Objectives

To share information and to identify and assess the needs for job training, job opportunities, and supportive services for women offenders (both institutionalized and in the community) in the Miami Metropolitan Area.

To generate a plan of action whereby organizations and governmental agencies will seek improvement in the employment status of women.

An IWY Happening

International Women's Year 1975 was proclaimed a year of intensified action to advance the status of women. This focus would have been incomplete if it had not taken into account the plight of the outcasts – the women offenders. The United Nations Commission on the Status of Women included specifically as one of its IWY objectives: Seeking ways to improve the situation of women in prison and other places of detention.

This is the last of three Consultations on the Employment of Women Offenders scheduled by the Women's Bureau to carry out the objectives of IWY. The other consultations were held in Baltimore, Md., and Boston, Mass., in 1975.

Program

Morning

8:30 Registration and Coffee

9:30 Presiding: Marvelle Colby
Chairperson
Dade County Commission
on the Status of Women

Greetings: Honorable Maurice Ferre
Mayor, City of Miami

Honorable Stephen Clark
Mayor, Metro Dade County

Introductions and Objectives

10:00 Keynote Address: Carmen R. Maymi
Director
Women's Bureau

10:30 Panel: Women Offenders in Florida –
How Can Their Employability
Be Improved?

11:30 Questions and Answers

Afternoon

12:15 Box Lunch

1:15 Workshops

3:00 Reports
Resolutions
Follow-up Plans

3:45 Wrap-up and Call to Action
Euphesenia Foster, Women's Bureau
Coordinator for International
Women's Year Programs for
Women Offenders

4:00 Adjournment

Participating in the Consultation are residents or former residents of the Dade County Women's Detention Center, the Florida Correctional Institution at Lowell, and women on probation or parole

Panel

Moderator

Francena Thomas, Director
Office of Minority Affairs and Women's Concerns
Florida International University

Panelists

Louie L. Wainwright, Secretary
Florida Department of Offender Rehabilitation

Janet McCardel, Director
Dade County Women's Detention Center

Aileen Lotz, Director
Dade County Department of Human Resources

Elaine Gordon, Florida House of Representatives
Chairperson, Health and Rehabilitative Services Committee

Reactors

Gwendolyn Cherry
Florida House of Representatives

Shirley Robertson, Supervisor
Residential Treatment Spectrum Programs, Inc

Norma C. De La Torre, Project Director
Career Development for Bi-Lingual/Bi-Cultural Education

Chris Bleakly, Regional Director of Personnel
Marriott In-flight Services

Workshops

To begin the development of a plan of action which will address the issues affecting the employability of women offenders in Florida to discuss topics which will include jobs, job training, supportive services, and legal barriers

Workshop Facilitators

Betti Pate
Dade County Department of Human Resources
Rehabilitative Services Division

Maxine Thurston
Urban League of Greater Miami, Inc

Ruth Wedden
The Advocate Program, Inc

Tony Valido
Dade County Public Schools

(LETTER OF INVITATION TO PARTICIPANTS) APPENDIX B

U.S. DEPARTMENT OF LABOR
EMPLOYMENT STANDARDS ADMINISTRATION
WOMEN'S BUREAU
WASHINGTON, D.C. 20210

Dear:

You have been chosen to participate in a one-day consultation on "Employment Needs of Florida Women Offenders" on Tuesday, March 23, 1976. The consultation is being sponsored by the Women's Bureau of the U.S. Department of Labor and the Dade County Commission on the Status of Women.

Persons invited to attend are knowledgeable about and concerned with the various aspects of job training, employment opportunities, educational and vocational programs, and supportive services relevant to the needs of women offenders and their families. They include: representatives of women's groups, community and minority organizations, government agencies and programs concerned with corrections and human resources, legislators, educators, offenders, labor unions, legal services and employers.

The overall purpose is to share information and to identify and assess the institutional and community needs relating to employment and employability of women offenders in the Miami Metro area. As a result of these efforts, the participants will generate a plan of action that will lead to improvement in the employment status of women offenders in Florida.

The consultation will be held at the YWCA, 100 S.E. Fourth Street, Miami, Florida, from 8:30 a.m. to 4:00 p.m. A registration fee of $2.00 will cover the cost of a box lunch. Since this is a consultation by invitation, we will need to know whether or not you can participate. Please respond on the enclosed registration form and return it in the franked envelope on or before March 10, 1976.

We look forward to your participation in this consultation and to your prompt reply.

Sincerely,

CARMEN R. MAYMI
Director

Enclosures

REGISTRATION FORM

A Consultation Sponsored by the
Women's Bureau
Employment Standards Administration
U.S. Department of Labor
and
Dade County Commission on the Status of Women

THEME: EMPLOYMENT NEEDS OF FLORIDA WOMEN OFFENDERS

held at
Young Women's Christian Association
100 S.E. Fourth Street
Miami, Florida

Tuesday, March 23, 1976
8:30 a.m. - 4:00 p.m.

Please Print

NAME _____ TITLE _____

ORGANIZATION _____ BUS. PHONE _____

ADDRESS _____ CITY _____ ZIP _____

/__/ I plan to attend /__/ I do not plan to attend

*Make check in the amount of $5.00 payable to Women Offenders' Consultation

*UNLESS REQUESTED, NO ACKNOWLEDGMENT OF ADVANCE REGISTRATION WILL BE SENT IN WRITING. CONSULTATION MATERIALS CAN BE PICKED UP AT THE REGISTRATION TABLE.

APPENDIX D

NEWS

U. S. DEPARTMENT OF LABOR

OFFICE OF INFORMATION, WASHINGTON, D. C. 20210

CONTACT: Eleanor Coakley USDL--75-561
OFFICE: (202) 523-6653
AFTER HOURS: (202) 484-6061 FOR RELEASE: IMMEDIATE
Friday, October 10, 1975

WOMEN'S BUREAU SPONSORS MEETING ON WOMEN OFFENDERS

A consultation on "The Employment of Maryland Women Offenders" will be sponsored by the Women's Bureau of the U.S. Department of Labor October 15, at the Maryland Correctional Institution for Women (MCIW), Jessup, Maryland.

Some 75 persons, mainly from the Baltimore area, have been invited to participate. They represent local, state and Federal agencies concerned with women offenders; representatives of women's groups and community and minority organizations, and individuals involved in services relevant to women offenders and their families.

Purpose of the meeting, according to Women's Bureau Director Carmen R. Maymi, is to generate a plan of action that will lead to improvement in the employment status of women offenders. Participants will identify and assess the needs for job training, job opportunities, and supportive services for women offenders in institutions and community programs in the Baltimore area.

The consultation at MCIW is part of the Women's Bureau International Women's Year program to focus public attention on the needs of women offenders and to encourage community programs to meet their needs. A second consultation on the subject will be held in Miami, Fla., later in the fall. From these two meetings, a model will be designed for replication

in other cities and communities, Maymi said.

Maryland was selected for the first meeting, Maymi said, because it is the site of the Nation's first implementation of Mutual Agreement Programming (MAP) for women. MAP is a Federally funded experimental project which permits inmates to work out plans for their own education, skill training, and other resocialization programs.

# # #

NOTE TO EDITORS:

News Media are invited to cover. However, TV and still cameras may be used only at the opening session, 10 a.m. to noon, and at the closing session at 3 p.m. For further information concerning coverage call the office of Commissioner Mark Levine, Maryland Division of Corrections, (301-944-7028.)

BRIEFING SHEET FOR WORKSHOP FACILITATORS
(Used at Boston Consultation)

Introduction: Who are the participants?
What businesses do they represent?
What problems do they anticipate?
(for example, present employment market)

Suggested topics for discussion at workshops:

I. Client Motivation To Work Versus Poor Work History and Education

-- Formulation of Goals

-- The Diversion of Female Offenders (DFO) preemployment assessment process

-- The DFO preemployment preparation process to good work habits

-- Access to community support services

-- Self-concept

II. Confidentiality

-- Does an employer need to know a client's past record?

-- Should the immediate supervisor know that the client has a record?

-- Are there laws that guarantee a client's right to privacy in regard to employer background information?

III. Supervisory Issues

-- Supervisors overconcerned or underconcerned about client on job site

-- What supervisors can do to ensure maximum client job performance

-- Discuss "transferable dependency" versus support

-- Who should handle client problems on job site--the supervisor, the personnel department, or the referring agency?

-- Are there special supervisory issues related to clients as female workers and as ex-offenders?

-- Problems of transportation if employer is in suburbs

-- "High risk" jobs

IV. Nontraditional Work for Women

-- Do women want to enter nontraditional work fields?

-- Can women perform jobs traditionally held by men?

-- Do women encounter negative attitudes on nontraditional work sites?

-- Who is responsible for preparing a woman to enter a nontraditional job?

V. Recommendations

-- Current employment market

-- OJT programs

-- Procedure in contacting DFO for referrals

(EVALUATION FORM) APPENDIX F

CONSULTATION ON EMPLOYMENT OF WOMEN OFFENDERS 10/15/75

The purpose of this Consultation was to focus on employment and supportive services for women offenders. Please keep this in mind when filling out this evaluation sheet. How well did we meet our goal?

1) What brought you here?
___ Desire for information.
___ Interest in helping women offenders.
___ Knowledge of or involvement with women offenders.
___ Other.

2) How would you rate the general plan for the day? ___ Good ___ Fair ___ Poor
How would you rate the consultation content? ___ Good ___ Fair ___ Poor
Are there things you would have liked covered which weren't? What?

Was the morning panel ___ Informative? ___ Interesting? ___ Presented in an understandable manner?

Was the dialogue between offenders ___ Informative? ___ Interesting? ___ Presented in an understandable manner?

3) Which workshop did you attend?
Was the workshop effective in:
(a) Providing answers to questions? ___ Yes ___ No ___ Partly

(b) Developing recommendations or a plan of action? ___ Yes ___ No

(c) Motivating you to make a commitment of time? ___ Yes ___ No

4) Are you willing to commit yourself to attend a meeting to determine future action?

5) What other commitment are you willing to make for women offenders?

6) A consultation for women offenders is being planned for Miami, Florida. Do you have any suggestions to offer which could have improved the consultation today?

PLEASE USE REVERSE SIDE FOR ADDITIONAL COMMENTS ON ANY OF THE ABOVE.

Name _____ Telephone: Home _____

Street Address _____ Work _____

City, State, and Zip Code _____ Organization, if any _____

_____

[Women's Bureau, U.S. Department of Labor]

APPENDIX G

RESOURCE DIRECTORY

This compilation of resources is a selected listing intended to identify some of the materials as well as organizations which may be helpful to you in developing and carrying out a program for women offenders. The references are listed under six categories: background readings, bibliographies and directories, readings on issues related to employment of women offenders, films and tapes, organizations, and information on funding sources.

BACKGROUND READINGS

Community Programs for Women Offenders--Cost and Economic Considerations, American Bar Association, Washington, D.C., 1975.

The Contemporary Woman and Crime, Rita James Simon, National Institute of Mental Health, Center for Studies of Crime and Delinquency, Rockville, Md. 1975.

Corrections, U.S. Department of Justice, Law Enforcement Assistance Administration, National Advisory Commission on Criminal Justice Standards and Goals, Washington, D.C., 1973.

The Female Offender, Margery L. Velimesis, Crime and Delinquency Literature, Hackensack, N.J., March 1975.

Female Offenders in the Federal Correctional System, U.S. Department of Justice, Bureau of Prisons, Washington, D.C., 1974.

Female Offenders: Problems and Programs, American Bar Association, Female Offender Resource Center, Washington, D.C., 1976.

From Convict to Citizen: Programs for the Woman Offender, Virginia McArthur, District of Columbia Commission on the Status of Women, Washington, D.C., June 1974.

Guidelines and Standards for Use of Volunteers in Correctional Programs, U.S. Department of Justice, Law Enforcement Assistance Administration, Technical Assistance Division, Washington, D.C., 1972.

Health Care in Correctional Institutions, R.D. Della Penna, American Correctional Association, College Park, Md., 1975.

Mutual Agreement Programming With Vouchers: An Alternative for Institutionalized Female Offenders, William Parker and Leon Leiberg, American Journal of Corrections, January/February 1975.

National Study of Women's Correctional Programs, U.S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice, Washington, D.C., 1976.

The Potential of New Educational Delivery Systems for Correctional Treatment: A Correctional Education Handbook, Sylvia G. McCullom, U.S. Department of Justice, Bureau of Prisons, Washington, D.C., April 1973.

Prisoners in State and Federal Institutions on December 31, 1974, National Prisoners Statistics Bulletin No. SD-NPS-PSF-2, U.S. Department of Justice, Law Enforcement Assistance Administration, National Criminal Justice Information and Statistics Service, Washington, D.C., June 1976.

The Sexual Segregation of American Prisons, Yale Law Journal, Vol. 82, pp. 229-1273, 1973.

Uniform Crime Reports for the United States, 1975, Federal Bureau of Investigation, Washington, D.C., 1976.

What Works? Questions and Answers About Prison Reform, Public Interest, No. 35, pp. 22-54, 1974.

Women in Detention and Statewide Jail Standards, American Bar Association, Washington, D.C., 1974.

Women in Prison, Kathryn Burkhart, Doubleday and Company, Inc., Garden City, N.Y., 1973.

Women in Prison: Discriminatory Practices and Some Legal Solutions, Marilyn G. Haft, Clearinghouse Review, Vol. 8, May 1974.

BIBLIOGRAPHIES AND DIRECTORIES

Directory of Criminal Justice Information Sources, U.S. Department of Justice, Law Enforcement Assistance Adminstration National Institute of Law Enforcement and Criminal Justice, Washington, D.C., November 1976.

Directory of Juvenile and Adult Correctional Departments, Institutions, Agencies and Paroling Authorities, 1975-1976 edition, American Correctional Association, College Park, Md.

The Etiology of Female Crime: A Review of the Literature, Issues in Criminology, Vol. 8, No. 2, 1973.

The Female Offender: An Annotated Bibliography, Rosemary Sarri and others, University of Michigan, School of Social Work, Ann Arbor, Mich., August 1975.

National Prison Directory, Organizational Profile of Prison Reform Groups in the U.S., Base Volume, 1975, Supplement No. 1, 1976, Urban Information Interpreters, Inc., College Park, Md.

Survey of Legal Literature on Women Offenders, Sharon Livesay, Entropy Limited, 215 Tennyson Avenue, Pittsburgh, Pa., 1976.

The Woman Offender: A Bibliographic Sourcebook, Entropy Limited, Pittsburgh, Pa., 1975.

Women Behind Bars: An Organizing Tool, Resources for Community Change, Washington, D.C., 1975.

Note: Various other bibliographies and abstracts relating to women offenders are available from the U.S. Department of Justice, Law Enforcement Assistance Administration, National Criminal Justice Reference Center, Southwest Post Office Box 24036, Washington, D.C. 20024.

READINGS ON ISSUES RELATED TO EMPLOYMENT OF WOMEN OFFENDERS

The Big "W" in Manpower--Women, Reprint of selected articles from Manpower Magazine, U.S. Department of Labor, Manpower Administration (now Employment and Training Administration), Washington, D.C., February 1975.

Breaking Into Prison: A Guide to Volunteer Action, Marie Buckley, Beacon Press, Boston, Mass., 1974.

The Closed Door: The Effect of a Criminal Record on Employment With State and Local Public Agencies, Herbert S. Miller, Institute of Criminal Law and Procedure, Washington, D.C., February 1972.

Denial of Work Release Programs to Women: A Violation of Equal Protection, Katherine Krause, Southern California Law Review, Vol. 74, pp. 1453-1490, 1974.

Developing Jobs for Parolees, American Bar Association, National Clearinghouse on Offender Employment Restrictions, Washington, D.C., 1974.

Employing the Ex-Offender: Some Legal Considerations, American Bar Association, National Clearinghouse on Offender Employment Restrictions, Washington, D.C., November 1976.

Employment and the Woman Offender, Mary L. Christensen, Entropy Limited, Pittsburgh, Pa., June 1975.

Entry Into Nontraditional Occupations for New York's Female Ex-Offender Population, Barbara Taylor, Testimony before Commission on Human Rights, New York City, April 1975.

Everything You Ever Wanted To Know About Manpower, National Association of Counties, Washington, D.C., 1975.

Expanding Government Job Opportunities for Ex-Offenders, American Bar Association, National Clearinghouse on Offender Employment Restrictions, Washington, D.C., August 1972.

The Forgotten Offenders, U.S. Department of Labor, Manpower Administration (now ETA), Manpower Magazine, January 1971.

Job Training and Placement for Offenders and Ex-Offenders--A Prescriptive Package, U.S. Department of Justice, Law Enforcement Assistance Administration, National Institute of Law Enforcement and Criminal Justice, Washington, D.C., April 1975.

Laws, Licenses and the Offender's Right to Work: A Study of State Laws Restricting the Occupational Licensing of Former Offenders, James Hunt, James E. Bowers, and Neal Miller, American Bar Association, National Clearinghouse on Offender Employment Restrictions, Washington, D.C., 1973.

Occupational Outlook Handbook, 1976-77 edition, U.S. Department of Labor, Bureau of Labor Statistics, Washington, D.C.

Removing Offender Employment Restrictions: A Handbook on Remedial Legislation and Other Techniques for Alleviating Formal Employment Restrictions Confronting Ex-Offenders, American Bar Association, National Clearinghouse on Offender Employment Restrictions, Washington, D.C., 1973.

Role of Prison Industries Now and in the Future (PB246261/AS), Georgetown University, National Technical Information Service, Springfield, Va., 1975.

Trends in Offender Vocational and Education Programs: A Literature Search, Junior College Clearinghouse, ERIC, Los Angeles, Calif., 1974.

Vocational Training at the California Institution for Women: An Evaluation, Division Research Report No. 41, California Department of Corrections, 1971.

Women in Apprenticeship--Why Not? Manpower Research Monograph No. 33, U.S. Department of Labor, Manpower Administration (now ETA), Washington, D.C., 1974.

FILMS AND TAPES

Mary Ann

A color filmstrip and cassette tape; 25 minutes, 1973. Distributed free on loan basis by Church Women United, Post Office Box 134, Manhattanville Station, New York, N.Y. 10027.

Based on experiences of a resident of Horizon House, a halfway house for women operated by civic groups in Milwaukee.

Release
A film produced by Church Women United; 28 minutes, 16mm, color, 1974. Purchase price $350.00, rental $30.00 plus $3.00 shipping. Distributed by Odeon Films, Inc., 1619 Broadway, New York, N.Y. 10019.

The story of a woman released after 4 years in a Federal prison. The film follows her reunion with her family, her efforts to look for work, and her attempts to settle again in her home community. A study guide accompanies the film.

Who Is Tracy Williams?
Twenty-eight minutes, 16mm, black and white, 1975. Purchase price $140.00, rental $9.00. Distributed by Pennsylvania State University, Audio-Visual Services, 17 Willard Building, University Park, Pa. 16802.

An account of the frustrations faced by a woman confined in the State Correctional Institution for Women at Muncy, Pa.

Women in Prison
A film produced by the American Broadcasting Company; 54 minutes, 16mm, color, 1974. Purchase price $600.00, rental approximately $25.00. Distributed by Carousel Films, Inc., 1501 Broadway, New York, N.Y. 10036.

Examines the problems of women in the Ohio State Prison, a Federal prison, and a large county jail in California.

Note: The film listings are taken from a Resource Directory prepared by the Female Offender Resource Center of the American Bar Association, 1800 M Street, N.W., Washington, D.C. 20036.

ORGANIZATIONS

American Bar Association, National Offender Services Coordination Program, Commission on Correctional Facilities and Services, 1800 M Street, N.W., Washington, D.C. 20036.

American Correctional Association, 4321 Hartwich Road, L-208, College Park, Md. 20740.

Association on Programs for Female Offenders (An affiliate of the American Correctional Association. Contact Joann B. Morton, President, South Carolina Department of Corrections, Post Office Box 766, Columbia, S.C. 29202.)

Female Offender Resource Center, American Bar Association, National Offender Services Coordination Program, 1800 M Street, N.W., Washington, D.C. 20036.

Human Resources Development Institute, AFL-CIO, Offender Program, 815 16th Street, N.W., Washington, D.C. 20006.

The Legal Aid Society, Prisoners' Rights Project, 15 Park Row, New York, N.Y. 10038.

NAACP Legal Defense Fund, 1028 Connecticut Avenue, N.W., Washington, D.C. 20036.

National Alliance of Businessmen, Ex-Offender Program, 1730 K Street, N.W., Washington, D.C. 20006.

National Association of Counties, Criminal Justice Program, 1735 New York Avenue, N.W., Washington, D.C. 20006.

National Association of Women in Criminal Justice, 601 Indiana Avenue, N.W., Second Floor, Washington, D.C. 20004.

National Council on Crime and Delinquency, 411 Hackensack Avenue, Hackensack, N.J. 07601.

National Criminal Justice Reference Center, U.S. Department of Justice, Law Enforcement Assistance Administration, Southwest Post Office Box 24036, Washington, D.C. 20024.

National Information Center on Volunteerism, 1221 University, Boulder, Colo. 80302.

National League of Cities and U.S. Conference of Mayors, Criminal Justice Programs, 1620 I Street, N.W., Washington, D.C. 20024.

National Prison Project, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036.

One America, Inc., One America Key Program, 1750 Pennsylvania Avenue N.W., Washington, D.C. 20006.

Pennsylvania Program for Women and Girl Offenders (Contact Margery Velimesis, Director, 1538 Chestnut Street, Philadelphia, Pa. 19102. The program provides direct services to women offenders in Pennsylvania but also provides technical assistance in other States.)

United States Jaycees (Contact Gary Hill, Consultant, Crime and Corrections, Post Office Box 81826, Lincoln, Nebr. 68501.)

Note: In addition to the organizations listed above, a few national and service groups which have a special interest in women offender issues are referred to on page 29. Also, a more complete listing of organizations, including statewide groups and government agencies, can be found in a Resource Directory prepared by the Female Offender Resource Center of the American Bar Association, 1800 M Street, N.W., Washington, D.C. 20036.

INFORMATION ON FUNDING SOURCES

A Guide to Seeking Funds From CETA, U.S. Department of Labor, Women's Bureau and Employment and Training Administration, Washington, D.C. 20210, 1977. (Outlines major steps that should be followed when applying for funds under the Comprehensive Employment and Training Act.)

Looking for a Grant: A Kit for Groups Seeking Financial Assistance, U.S. Department of Labor, Women's Bureau, Washington, D.C. 20210, June 1975. (Informational materials offer suggestions on how to prepare an effective written proposal and where to find possible funding sources.)

State Criminal Justice Planning Agencies (SPA's), National Conference of State Criminal Justice Planning Administrators, 1909 K Street, N.W., Washington, D.C. 20006. (These agencies in each State are responsible for planning. supporting, and funding programs in the area of criminal justice. A list of SPA's is available.)

The Foundation Center, 888 Seventh Avenue, New York, N.Y. 10019. (Provides basic factual and descriptive information about private foundations and the grants they have awarded.)